



<b>Meeting</b>	July Board Meeting	
<b>Date</b>	Thursday 6 July 2017	<b>Time</b> 09:30am
<b>Location</b>	Grange Beauchamp Hotel, 24-27 Bedford Place, London, WC1B 5JH (Beauchamp Place)	
<b>Present</b>	Ian Metcalfe (Chair), Chris Simpson, Hamish McInnes, Jenny Ashmore, Martin Thomas, Nigel Walker, Paul Blanchard, Simon Ball	
<b>In attendance</b>	Don Parker, Louise Bell, Nick Pontefract, Peter Hannon, Sarah Winckless, Vicki Harris (minutes)	
<b>Apologies</b>	Alex Danson, David Ross, Dawn Newbery, Denise Lewis	

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## 1. Apologies and declarations of interest

The Chairman welcomed the Board and opened the meeting. Apologies had been received from AD, DL, DN and DR.

Nick Pontefract would be joining the meeting at midday to provide an update on the 2022 bidding process so this agenda item would be moved accordingly.

No new declarations of interest were noted, however HM reiterated his interest as the CEO of British Shooting.

## 2. Minutes and matters arising

IM reported on the matters arising from the minutes of the May Board meeting as below:

1 - IM had been liaising with Tom Harlow to update CGE's Anti-Bribery and Anti-Corruption policy. The existing policy was fine however it did not include an approvals process. It was agreed that this issue was of particular importance due to the ongoing 2022 bidding process, and this action item would be revisited for the September Board Meeting.

**Action 1 - PB/IM to finalise CGE's Anti-Bribery and Anti-Corruption policy for the September Board meeting.**

2 - SW had received the IAAF contact details and thanked HM, however she was still awaiting a response from the contact.

3 - HM noted that nothing had been done on this action item yet, as the next Sport Sub Committee meeting was not scheduled until August 14th.

PB noted that Professor Simon Shibli, Head of the Sport Industry Research Centre at Sheffield Hallam University, had been contracted to provide CGE with some basic data which would be circulated for the September Board Meeting, however a more thorough medal mapping exercise would be done closer to Games time.

Action 2 - HM and PB to revisit this action item to create a strategic priority list of the different performance and experience elements of the Games Delivery operation.

Action 3 - PB to circulate the initial data from Prof. Simon Shibli's medal mapping research.

4 - PB had reviewed the budgeting processes within the executive team and an ongoing dialogue was in place. There had been some challenges however the processes were now going well.

5 - IM had followed up the issue around timescales for meeting Sport England's new governance code requirements with Phil Smith the day after the May Board meeting. The issue had been resolved with all parties in agreement, the first instalment of the grant had now been received, and the second instalment was awaited.

6 - CS had looked into the range of possible options for meeting the new governance code requirements by October 2017 and this had since been dealt with.

7 - PB and IM had not yet looked into revisiting Stepping Up and the pledges within, but they would carry this action item forward when the situation around 2022 was resolved.

8 - PB noted that there had recently been a good Commercial, Marketing and Communications Sub Committee meeting with MT, JA, Run Communications and the executive team. A report from Peter Hannon had been included with MT's note for the Board, and the communications plans for the organisation and Games were progressing well.

9 - MT had sent his feedback on the PRIDE values narrative to SW and this had been fed into the process.

10 - CS noted that this was still in progress, however it had been decided that CGE would not insure high net worth individuals (including the basketballers).

11 - HM noted that this had been referred to Frankie Kelly and would be included in the agenda for the next SSC meeting in August.

12 - The additional Board meeting for July had been scheduled.

13 - PB had not yet sent around a briefing document on key stakeholders for each bidding city as the details had not yet been received. He would send a list around the following week.

Action 4 - PB to circulate the list of key stakeholders for each bidding city in the 2022 process.

14 - PB had shared the CGF Board briefing document and CGE Board members had notified IM and PB of any existing relationships with members of the CGF Board.

15 - IM noted that the issue of establishing a bid marketing team with DCMS and UK Sport was an ongoing discussion with the DCMS. PB would provide an update later in his report.

16 - IM and PB would revisit the CGE's Vision 2022 strategic document when a decision on the 2022 Host City is reached.

CS noted that the phrase reading 'These would need to be read and considered, and the discussion minuted' in the Finance section on page 9 of the minutes should be removed.

SB noted that the paragraph on the differences between "performance" and "experience" elements of the Games Delivery operation on page 3 of the minutes should be amended to reflect the need for a financial mapping exercise to be completed as well.

With these amendments agreed, the minutes of the meeting held on Tuesday 9 May were approved as a true and accurate record of the meeting.

IM noted that his Chairman's report would be covered within the rest of the agenda.

### 3. CEO report

#### a. Introduction

PB reported that it had been a lively six weeks since the previous Board meeting, however all projects had been progressing well. The team would be travelling to the Bahamas Youth Games the following week, and SW had been finalising the last details. Aside from Games time preparations, the majority of PB's time had been spent on the 2022 bidding process.

#### b. Bahamas 2017 update

PB gave an overview of the main areas of operation as highlighted in his report. He noted that preparations were in a good place and that the team had done as much as they thought they could do. There had been an ongoing lack of information coming out of the Organising Committee, which had been difficult to manage, however CGE's relationship with the OC and the CGF was positive which had been helpful. The room allocations list had now been sent to the OC and the team would need to resolve this issue on their first day.

PB noted that the second Team Leader workshop had taken place two weeks prior. HM had been in attendance and had wished the team good luck on behalf of the Board.

This was the first time that Tennis and the LTA had been engaged in the Commonwealth Games movement and the relationship with the NGB had so far been positive.

The team had held a planning session on "what if" scenarios including crisis communication plans. It was noted that there would not be the same significant challenges that were faced in Samoa.

The kitting out of the team had taken place over the weekend and had gone exceptionally well. It had been a good use of CGE's partner Kukri and provided an opportunity for more commercial activity. SW noted that there would be some work to do for Gold Coast to create a more rounded experience for team members.

#### c. Gold Coast 2018 update

PB gave an overview of the main areas of operation as highlighted in his report.

The second two-day Team Leader workshop at St George's Park had been successful. SW noted that the TLs had requested another meeting together in the summer, and had been creating their own buddy systems. The TL network was proving to be a very good learning and support system for all involved.

NGBs as well as Sport England had responded well to the engagement of the British Athletes Commission during the selection policy process. SW noted that the ambiguities around para classification had now been resolved.

Representatives from GOLDOC would be at the Bahamas Youth Games so PB would discuss the ongoing issue of the Brisbane Satellite Village with them.

CGE's Security Liaison Officer had visited Gold Coast and Brisbane and had provided a detailed report which was included in the papers. Overall the SLO was happy with the security arrangements in place at each Team England venue.

The team had undergone a thorough "check and challenge" process in which every budget line and proposed activity was scrutinised and analysed, including staffing levels and kit. The next stage of this process would be to review the findings upon the team's return.

#### d. Commercial development

PB updated on how this area had been difficult to progress in the last six weeks, and an overview of each of the current opportunities was provided.

e. HR update

PB noted that the CGE team had agreed to use the WhatsApp group to check in with each other in the event of another major incident or terrorist attack.

f. Office premises

Work had begun on the planning for an office move for when the current lease expires in September 2018.

Work had also been done on re-designing the current office space to more easily accommodate the recent increase in staff numbers. This work would involve the removal of one of the non-structural CEO office partition walls, and would be undertaken whilst the team was in the Bahamas. The costs would be taken from the dilapidations budget allocated (see section 8).

g. Events and key activities

Positive feedback had been received for the final Chairman's dinner in Birmingham. IM noted that SHMA had hosted very well and the event had been a success.

#### **4. Bahamas 2017**

LB and DP joined the meeting at 10:35am.

LB noted that the paper provided contained a high level of detail and that they would provide an overview of some of the main areas for consideration.

Nearly all CGF eligibility forms had now been signed and returned, with around 10 forms still outstanding from 105 team members.

The kitting out operation had been held over four days in Preston with Athletics, Judo, Boxing and Swimming in attendance. The busiest day was Sunday with 80 people in attendance. Team Leaders from Beach Volleyball, Rugby and Tennis also came to pick up their kit suitcases. Most of the sizing was fine, however some of the HQ team would need to wear leftover kit from Samoa as there were not enough smaller sizes.

All freight items had now been packed and were ready for shipping, and the team was confident that they could source all other items in the Bahamas with the local suppliers.

The Village accommodation had been confirmed as Breezes Hotel.

There were still a lot of unknowns which would need to be dealt with upon their arrival in the Bahamas. Team expectations had been managed well, and an update would be sent to Frankie Kelly for her to share with Team Leaders at the travel layover prior to their flight.

DP gave an update on the sports and Team Leaders, noting that they were primarily a young group of Team Leaders with limited experience of multi-sport events.

DP noted that four potential medallists for the upcoming World Athletics Championships in London had previously been to a Commonwealth Youth Games, including Sophie Hitchin and CJ Ujah.

Swimmer Layla Black was the youngest athlete in Samoa and would be going to the Bahamas as the oldest athlete.

SW noted that the Flagbearers had been nominated and selected by the Team Leaders, and the announcement would be made in the next few days.

## 5. Gold Coast 2018

LB noted that, like for the Bahamas report, the Gold Coast paper contained a high level of detail and that they would provide an overview of some of the main areas for consideration. The main focus of the team had been on the Bahamas so they had only updated on changes since the previous meeting.

An Operations Intern and Sports Journalism Intern would be starting in August to help with preparations for Gold Coast, including the Queen's Baton Relay.

During the kitting out operation for Bahamas, they also had the chance to look at how the operation for Gold Coast could work over the agreed six week period. The team was confident they could make the operation work in Preston. It would be different to Glasgow, however it would save significant funds on venue hire which would allow the team to spend more in other areas such as branding.

The draft plan for the Queen's Baton Relay had been approved by the OC. LS and PH had been supporting HS with commercial and media operations and guestlists, and progression continued in this area:

- Wednesday 16<sup>th</sup> August would be key day for the QBR, including a reception at the London Guildhall Amphitheatre to which all Board members would be invited. This event would be entirely funded by the Australian High Commission, Queensland Tourism and the Guildhall, and the invite list would be similar to that for the 1 Year To Go celebration reception in Manchester.
- Thursday 17<sup>th</sup> August would involve a sports activation at Stoke Mandeville Stadium, followed by an appearance at the Lawn Bowls National Championships.
- Friday 18<sup>th</sup> August would involve a media morning in Salford Media City, followed by an appearance at the Old Trafford arranged through the Kukri partnership.
- Saturday and Sunday would be spent in Birmingham and Liverpool, and both cities had been actively encouraged to use these days to promote their bid for 2022.
- Monday 21<sup>st</sup> August would be a rest day, and the Baton would then be handed over to Scotland.

PB noted that Louise Martin, President of the CGF, would be in attendance for the duration of the week.

HM noted that Saturday 19<sup>th</sup> August was a National Lottery celebration day in association with the "I am Team GB" campaign, and this has been flagged with PH.

IM asked that all Board members attend the QBR on at least one of the days.

The Security report from CGE's SLO had been included in the papers after his three-day site visit in June. He had reported that it had been the best site visit he had ever done, and that there were no major issues for concern. He reported that the tram system was safe to use between the Clubhouse and Village, and that the biggest risk would be the Clubhouse, however this was not significant.

The "check and challenge" process had been very useful. The team had not yet had the time to review their findings but would do this over the next four to six weeks.

LB had held a skype call that morning to discuss the Lion's Den with the OC and Village team. There had been some recent changes which had impacted on the team's plans for the space, and LB would be going over all the options with Trudi Else from Sport England.

CS asked whether bad weather could be a risk for the Preparation Camp. LB explained that there was a levy within the insurance agreement for bad weather, and that they had done the best they could to recoup any costs, however they would not be able to move the entire Preparation Camp to a different location. She also noted that the OC had plans for the event of a cyclone included in their insurance documents, however these documents had not yet been received from the OC.

DP gave an update on the sports and Team Leaders, noting that the second Team Leader workshop had gone really well with nearly 100 percent attendance from all sports.

## **6. 2022 Commonwealth Games**

PH joined the meeting at 11:40am.

IM noted that he had been invited by Nick Pontefract to join in on any 2022 meetings as an observer, and that NP understood the importance of including CGE throughout this process.

He provided an update on the international bidding process.

Nick Pontefract joined the meeting at 12:00pm.

IM noted his grateful appreciation for NP taking the time to come to the CGE Board meeting, and allowed everyone to introduce themselves. HM noted for the interest of NP his position as CEO of British Shooting.

NP provided an update on the 2022 bidding process from December 2016 up to the present moment. CGDU was currently in the preliminary stages of the bidding process, and information had been received from both Birmingham and Liverpool. The first city visit had taken place in Liverpool that week, and the Birmingham visit was scheduled for the following week.

The first decision for government to make would be whether the two cities pass the first stage. The next stage would include a much more detailed report that would need to be submitted by the cities in mid-August. There would be another visit to the cities and then a second round of scoring. The Assessment Panel would then make a recommendation to government as to which city should be selected as the preferred English bidding city.

NP took questions from the CGE Board and noted that he would be happy to attend future CGE Board meetings as and when required to provide additional updates.

IM thanked NP for his support and commitment throughout this process, noting that this was a significant opportunity for CGE and that the Board was very excited about the prospect.

NP thanked the Board and IM for inviting him and he left the meeting at 12:40pm.

The Board discussed the ongoing issues around Northern Ireland and the risks for the 2021 Belfast Commonwealth Youth Games.

## **7. Commercial, Marketing & Communications update**

MT updated the Board on the recent Commercial, Marketing and Communications meeting.

MT explained that more investment was required to produce high quality content and for CGE to be competitive in the challenging environment of digital. PH would provide an update on the key headlines of the communications plan, however the main areas for consideration were the objectives and KPIs that would be used to measure performance and define success and failure.

PH thanked MT and JA for reconstituting the CMC Sub Committee and presented his communications plan to the Board. PH noted that the website did not currently serve a purpose and was also not responsive on mobile devices.

MT asked that the Board read and consider the objectives of the plan below:

1. Enhance the reputation of CGE (in the eyes of our stakeholders) as a highly professional, well governed, collaborative, performance-oriented and innovative organization
2. Build the profile and perceived value of the Team England brand among potential commercial sponsors, with a specific focus on the brand's most distinctive attributes

3. Work with our NGBs and other partners such as the BBC to mobilise the English public behind the team in the build-up and during the Games.

The Board discussed the objectives and it was agreed that whilst objectives 1 and 2 were core organisational objectives, the third objective was not as it did not apply to the totality of the cycle. However, it still needed to be nurtured, and using the BBC to help with the organisation's PR and marketing arm was a good way to improve in this area.

Action 5 – PB, MT, PH and CS to look at events budget and where funds can be moved around to meet the requirements of PH's communications plan.

Action 6 – PH to proceed with tender process for his communications plan and circulate any proposals and costs for Board considerations.

PH left the meeting at 13:10pm.

## 8. Finance

CS apologised for the delay with the Finance papers and explained that this was due to the A&F Sub Committee taking place earlier the same week. He provided an update on some of the main areas of the report as below:

- £25k had been provided for dilapidations work to the office space for when the current lease expires in September 2018.
- CS had been impressed with the detail provided for in the Gold Coast budget. There were still questions over the travel grant payments which would be provided by the OC but which were still unconfirmed.
- The expectation that the closing reserves at March 2019 would be £660k was based on the assumption that no further sponsorship would be achieved, and that all of the Gold Coast contingency funds would be used. CS explained that it was difficult to determine a long-term strategy for these funds until a decision on 2022 was reached, however a decision would need to be made prior to the Gold Coast Games.

## 9. CGE skills audit

IM noted that Tom Harlow had completed the Skills Audit of the Board and that there had been no major surprises in the findings. SB and IM would be reviewing the role of all Sub Committees, timings of meetings and members of each committee in October.

One of the requirements within the new governance code was for CGE to have a Senior Independent Director. IM had asked SB if he would take this role and SB had agreed. Another requirement was to have a specific Diversity Champion on the Board. IM had not yet discussed this with her, however he planned on asking DN to take on this role.

The Board discussed timings and it was noted that HM was due to step down in November 2018, with MR and DR finishing in their roles at a similar time. The aim was to have three NEDs appointed by the end of December 2017, so that they can be invited to attend the Gold Coast Games if they wanted to.

IM noted the above and said he would discuss timings with each NED individually.

## 10.AOB

IM would start to map out dates for the 2018 Board meeting dates for circulation.

Action 7 – IM to map out 2018 Board dates for circulation to Board members.

With no other AOB items, IM thanked the Board and closed the meeting at 13:35.

The next meeting would take place on Tuesday 12 September 2017 in central London.

<b>Action Summary</b>	<b>Lead</b>
1 - PB/IM to finalise CGE's Anti-Bribery and Anti-Corruption policy for the September Board meeting.	PB/IM
2 - HM and PB to create a strategic priority list of the different performance and experience elements of the Games Delivery operation.	HM/PB
3 - PB to circulate the initial data from Prof. Simon Shibli's medal mapping research.	PB
4 - PB to circulate the list of key stakeholders for each bidding city in the 2022 process.	PB
5 – PB, MT, PH and CS to look at events budget and where funds can be moved around to meet the requirements of PH's communications plan.	PB/MT/CS/PH
6 – PH to proceed with tender process for his communications plan and circulate any proposals and costs for Board considerations.	PH
7 – IM to map out 2018 Board dates for circulation to Board members.	IM